

ADMINISTRATIVE-INTERNAL USE ONLY

(CLASSIFICATION)

TO : Office of Training Approved For Release 2000/06/13 : CIA-RDP78-04202A000200100001-1				STUDENT EVALUATION OF TRAINING AT NON-AGENCY FACILITY			
ATTN : Registrar							
THROUGH: Training Officer							
1. STUDENT'S NAME (first, middle init., last-print or type) [REDACTED]				2. OFFICE & DIRECTORATE NPIC/DDS&T		3. EXTENSION 3415	
4. NAME OF ORGANIZATION CONDUCTING TRAINING Brookings Institution				6. TITLE OF COURSE Conference for Federal Mngt & Program Executives			
5. LOCATION OF TRAINING Williamsburg, Va.				7. DATES OF TRAINING			
				FROM (m-d-y) 01-05-75		TO (m-d-y) 01-07-75	
"X" APPROPRIATE BOX →				"X" APPROPRIATE BOX →			
EXCELL. Satisf. Unsatisf.				YES NO			
8. CLARITY OF COURSE OBJECTIVES X				15. DO YOU FEEL THAT THE COURSE WAS WORTH THE COST IN TIME & MONEY X			
9. QUALITY OF INSTRUCTION X				16. WOULD YOU RECOMMEND THIS COURSE FOR OTHER AGENCY EMPLOYEES X			
10. ORGANIZATION OF PRESENTATIONS X				17. DID YOU HAVE ANY COVER, SECURITY, OR OTHER ADMINISTRATIVE PROBLEMS X			
11. SUBJECT MATTER UNDERSTANDABLE X				18. DID THE COURSE ADEQUATELY COVER THE STATED OBJECTIVES X			
12. LENGTH OF COURSE X							
13. APPLICABILITY OF SUBJECT MATTER TO YOUR JOB X							
14. OVERALL RATING OF COURSE X							
19. GIVE AN OVERALL EVALUATION OF COURSE (Reference may be made to above subjects. If a report has been prepared by student for office use, a copy will suffice.)							
The stated objectives - "to reassess one's daily responsibilities against the broader social, economic and political issues that confront American society and the senior policy maker" - were well met. I believe such a conference is useful for all senior management officers to participate in periodically. As I attended the Senior Seminar about two years ago, I found this session a useful update. Aside from the formal presentations and ensuing discussions the opportunity to meet and discuss common problems with other persons representing a wide range of other government agencies was equally rewarding. The location of the conference at Williamsburg provided an ideal setting and the length of the course was about right. The course was broken into three blocks - Federalism, Domestic Policy Issues, and the World at Large. There were generally three sessions per day with a one hour presentation by a guest lecturer followed by a two hour open discussion period. The emphasis was on participation wherein the attendees were expected to contribute as much to the dialogue as the visiting speakers. For the most part nearly everyone was stimulated to frank discussion which contributed to the overall success of the conference.							
20. IDENTIFY ANY OUTSTANDING SPEAKERS AND THEIR SUBJECT MATTER							
About one-third of the speakers were university professors, one-third Brookings Institute associates, and one-third represented government or private institutions or organizations. For the most part, I found the university professors more relevant and stimulating and the Brookings representatives somewhat disappointing. Harold Chase, Univ of Minnesota, Stephen Krasner, Harvard and William Cooper, Michigan State were the most interesting. Saville Davis from the Christian Science Monitor, and two economists from Brookings, Edward Gramlich and Robert Hartman, were the least inspiring.							
STATINTL							
21. ATTACHMENTS							
TRANSCRIPT OF GRADES				CERTIFICATE OF COMPLETION			
SIGNATURE OF STUDENT [REDACTED]				DATE 06/13 : CIA-RDP78-04202A000200100001-1			
11-73 1049 PREVIOUS EDITIONS				(CLASSIFICATION)			

ADMINISTRATIVE-INTERNAL USE ONLY

(36-45)

(CLASSIFICATION)

T0 Approved For Release 2000/06/13 : CIA-RDP78-04202A000200100001-1

ATTN : Registrar

THROUGH: Training Officer

STUDENT EVALUATION OF TRAINING
AT NON-AGENCY FACILITY

1. STUDENT'S NAME (first, middle init., last-print or type)				2. OFFICE & DIRECTORATE		3. EXTENSION	
[REDACTED]				SS/DDO		7295	
4. NAME OF ORGANIZATION CONDUCTING TRAINING				6. TITLE OF COURSE			
Brookings Institution				Conference for Federal Management & Program Execs.			
5. LOCATION OF TRAINING				7. DATES OF TRAINING			
Williamsburg, Virginia				FROM (m-d-y)		TO (m-d-y)	
				12-1-74		12-13-74	
"X" APPROPRIATE BOX →		EXCELL.	SATIS.	UNSATIS.	"X" APPROPRIATE BOX →		YES
							NO
8. CLARITY OF COURSE OBJECTIVES			X		15. DO YOU FEEL THAT THE COURSE WAS WORTH THE COST IN TIME & MONEY		X
9. QUALITY OF INSTRUCTION		X			16. WOULD YOU RECOMMEND THIS COURSE FOR OTHER AGENCY EMPLOYEES		X
10. ORGANIZATION OF PRESENTATIONS		X			17. DID YOU HAVE ANY COVER, SECURITY, OR OTHER ADMINISTRATIVE PROBLEMS		X
11. SUBJECT MATTER UNDERSTANDABLE		X			18. DID THE COURSE ADEQUATELY COVER THE STATED OBJECTIVES		X
12. LENGTH OF COURSE			X				
13. APPLICABILITY OF SUBJECT MATTER TO YOUR JOB			X				
14. OVERALL RATING OF COURSE		X					
19. GIVE AN OVERALL EVALUATION OF COURSE (Reference may be made to above subjects. If a report has been prepared by student for office use, a copy will suffice.)							

See Attached

20. IDENTIFY ANY OUTSTANDING SPEAKERS AND THEIR SUBJECT MATTER

21. ATTACHMENTS

TRANSCRIPT OF GRADES

CERTIFICATE OF COMPLETION

SIGNATURE OF STUDENT

Approved [REDACTED]

: CIA-RDP78-04202A000200100001-1

DATE

Jan 1975

COURSE EVALUATION: Brookings Institution Conference for
Federal Management and Program Executives,
1-13 December 1974

On balance, this course was highly worthwhile to me as a federal officer. It opened the mind to many issues which do or will impact even on CIA (the energy, environment, third-world, food and world population problems to name a few) ^{and} to which intelligence officers and managers from all Directorates should and must have greater exposure. In a budget cutting climate, I would most strongly urge that the few thousand a year spent on this type of exposure should not be threatened. This type of conference, involving senior executives from many other agencies, creates an atmosphere of personal (and professional) contact, as well as a high impact education, which we cannot do without. More on contacts later.

I did not expect this training to provide me with any directly translatable applications to my immediate job. It did, nonetheless. Nor had I expected my executive management training at Columbia two years ago to be directly applicable, but it was a very direct influence in perceiving and applying new personnel management innovations. Not that such programs should be expected to provide directly translatable experience, but only to say that they can.

My colleagues at this course had fault to find. There were a number of outstanding speakers, a couple of very bad ones, and several in the middle. The class consensus was that Brookings depends a little too much on its own staff for speakers, and they, though competent, are not the top flight. Attached is a grading of each speaker from my own bias, and from class consensus.

One problem I felt was the lack of balance in speakers and students regarding domestic affairs and agencies, and those concerned with international affairs. Only two of the thirty participants had any direct connection with foreign affairs, myself and a senior VOA official. While many of the speakers touched on problems which are by definition global, very few had international experience. I did, accordingly,

suggest to the Conference Coordinator, David Rhodes, that Carl Duckett might add a great deal to the program in talking about the impact of modern and future technology in respect to world crisis. This though has been referred to [REDACTED] OTR, for pursuit.

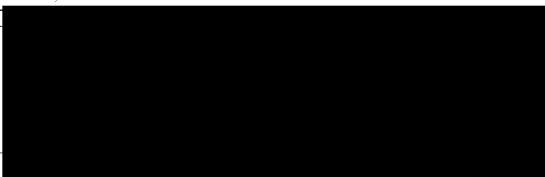
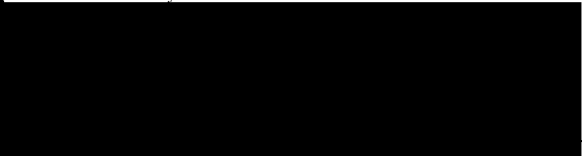
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A final, pragmatic view of the course goes back to the personal/professional contact business mentioned above. I became quite friendly, for example, with the Executive Assistant to the Administrator for GSA, along with a guy in ARPA, and a Deputy Assistant Secretary of Defense. Perhaps I can be called on to spend a blue chip or two with these people if we are snarled in red tape on some problem. The point, though, is that the more Agency contacts we make through such associations, the better understood we are, and the more informal leverage we have. All other good reasons aside, this contact factor alone justifies the continued investment by OTR in this type of program.

25X1A



Attachment, A/S

REPORT OF TRAINING AT NON-CIA FACILITY (Forward Original and One)		STATINTL	
TO : Director of Training ATTN : Registrar/TR THROUGH: Training Officer		FROM :  OFFICE: DDS&T/ORD DATE : 15 February 1973	
1. FACILITY ATTENDED Brookings Conference		2. DATES OF TRAINING January 14-26, 1973	
3. NAME AND DESCRIPTION OF PROGRAM Conference for Federal Management and Program Executives			
4. YOUR TRAINING OBJECTIVES Review current issues and problems confronting the Federal Government in order to have a better understanding of the implications for the mission of CIA and ORD.			
5. EVALUATION OF PROGRAM (Include: a. Strengths and weaknesses of program. b. Identify any outstanding speakers and their specific topics or area of instructional competence.) See attached memorandum.			
6. ATTACHED ARE		STATINTL	
TRANSCRIPT OF GRADES		YES X NO	
CERTIFICATE OF COMPLETION		YES X NO	
7. I CERTIFY THAT I ATTENDED THE TRAINING PROGRAM DE 			
NOTE: Upon receipt of this report, with attachments as applicable, a certification of  in your official folder.			

ORD-840-73

15 February 1973

MEMORANDUM FOR THE RECORD

SUBJECT: Brookings Conference for Federal Management
and Program Executives, January 14-26, 1973

1. The Brookings Conference for Federal Executives which convened at Williamsburg, Virginia, January 14-26, 1973, was a most profitable and stimulating experience. About thirty people participated. The setting, the schedule and the arrangements were most satisfactory and, with a couple of exceptions, the presentations did reflect a very high level of experience and knowledge of the problem areas selected for discussion.

2. Overall, the conference represented a clarification and exposition of serious problems that exist in society and various levels of Government. The intent of the Brookings people seemed to be to stimulate and provoke reaction from the participants. This certainly was achieved and there were many very good discussions. It should be noted that several of the participants, particularly Greene and Bergh, provided very illuminating viewpoints. After all the discussion, however, one was left with a somewhat frustrated and unsatisfied impression. In almost every area discussed, the problem situation backed everyone up against the basic questions: what is life all about, what are the purposes we are trying to achieve individually and collectively in society, and what is the nature of the value system we are following? The conference discussed the nature of the problems in much detail and it provided some insights into the options we have available and the possible consequences if a certain course is pursued.

3. For me the highlight of the conference was William Cooper's presentation on the management of the environment and the quality of life. Cooper covered a large amount of

SUBJECT: Brookings Conference for Federal Management and
Program Executives, January 14-26, 1973

substantive material and he presented this in a most interesting fashion. He was realistic, but he was inspirational as well. He not only described the complexity of the ecological problems, he was positive and constructive in his views about how to deal with the situation.

4. I would rate the presentations by Luikart on Federal decision-making, Osman on urban growth, Chase on the free society, Tucker on the Black in America, and Landon on Southeast Asia as strong and highly worthwhile. The contributions of Harris, Huitt, Bosworth, Colbert, Howard, Malte, Heymann, and Clough were adequate and informative in my view. Clough's background data could be expanded and his presentation improved.

5. I had a distinctly negative reaction to John Wells on the subject of war powers and James Goddard on drugs and value choices in medical care. Wells gave a propaganda pitch and, although I know it was intended that he be provocative, I do believe that it is out of order to subject conference attendees to viewpoints based on questionable and unfounded data. His remarks about CIA and "Green Berets" can be challenged and his ploy of displaying an "anti-personnel bomb" obtained on his recent visit to Hanoi was in very poor taste, to say the least. Goddard had a most interesting topic but my impression was that much of his material was a "put-on" with heavy emphasis on newspaper headline shockers where there is much debate and serious question about the basis for the claims made. He seemed to evade discussion of drugs and one wondered whether this was related to his own non-conventional views.

6. The matter of how all the problem areas which were discussed at the conference relate to one's value system was touched on only obliquely. I would suggest that it would be useful to add a philosopher to the list of speakers for the course at its next running in order to clarify what some of the relationships and the implications are in this area.

SUBJECT: Brookings Conference for Federal Management and
Program Executives, January 14-26, 1973

7. Mr. Dave Rhodes served as conference chairman
and did a very commendable job.

STATINTL

Special Assistant to the
Director of Research and Development

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